



MINISTRY OF CIVIL SERVICE AND ADMINISTRATIVE REFORMS
MAURITIUS

07 July 2011

Ministry of Civil Service and Administrative Reforms
Circular Letter No. 35 of 2011
E/260/73/03

From: Senior Chief Executive, Ministry of Civil Service and Administrative Reforms
To: Supervising Officers in charge of Ministries/Departments

Review of Pay and Grading Structures and Conditions of Service
in the Public Sector

Further to the Pay Research Bureau's Circular Letter No. M1 dated 14 December 2010, officers of your Organisation as listed at Annex have been identified by the Pay Research Bureau to write their own job descriptions for sampling purposes.

2. It would be appreciated if you would arrange for the distribution of the enclosed Job Description Questionnaires and Guidelines to the officers concerned.
3. You are also requested to ensure that the questionnaires are filled in by all the concerned officers and vetted by their respective immediate supervisors. The duly completed Job Description Questionnaires should be returned to this Ministry by 1st August 2011 at latest.
4. Mr A.S. Badurally Adam of the Pay Research Bureau may be contacted on phone No. 211-2813 in case you/the officers concerned need any assistance/clarification for the completion for the Job Description Questionnaires.

S. Seelaluck
Senior Chief Executive

Copy to: Secretary to Cabinet and Head of the Civil Service

11. Travelling Benefits

State the type of Travelling Allowance/Refund of Travelling you are eligible for:

Please tick as appropriate

- Travel Grant
- Mileage
- Commuted Travelling Allowance
- Travelling by Bus
- Others, if any

12. Uniforms/Protective Equipment

- (a) Are you eligible for uniforms? Yes No
-

If yes, please specify in details the items you are entitled to, as well as quantity and frequency in specific period of time.

.....

.....

.....

- (b) Are you eligible for protective equipment? Yes No
- (such as overcoat, boots, etc)
-

If yes, please fill the table below. (Examples are provided)

Protective Item	Scale of issue	Frequency of issue
Raincoat	1 unit	Every 3 years
Helmet	1 unit	On duration

3. Position In the Organisation (Please see Note 1 of Guidelines)

Draw an Organisation Chart of your Division/Branch/Section indicating the grade(s) to whom you report and the grade(s) (with number of officers) reporting to you. Also indicate the grade(s) with which your post has direct working links.

4. Background Information

Give a brief account of the main functions of the section where you are posted.

Purpose of your Job

Explain **briefly** in general terms the duties which you are performing to achieve the overall objectives of the section where you are posted.

Accountability (*Please see Note 2 of Guidelines*)

State **briefly** what you are expected to achieve and for which you are responsible/ accountable /answerable.

Main Activities (*Please see Note 3 of Guidelines*)

Describe in details the main duties performed by you. Use additional sheets if necessary. **Indicate the approximate percentage of time spent on each activity** (e.g. on a daily, weekly, monthly, quarterly basis, etc).

18. (a) **Contact and Communication**

State the nature, purpose and frequency of contact/interaction you make with persons inside and/or outside the section/organisation/government during the course of your work.

(b) **Modes of Communication**

Please tick as appropriate the various modes of communication you use in the course of your work.

Modes of Communication

- Letters/Memos/Circulars
- Fixed telephone
- Cellular phone
- Intranet
- Internet (e-mail, conference, skype, etc)
- Fax
- Others (*Please specify*)
-
-
-

9. **Supervision Received**

Please indicate how your work is supervised.

20. **Supervision Given** (*Please see Note 4 of Guidelines*)

Please indicate the various types and extent of supervision you give in the performance of your duties.

21. **Responsibility for Assets**

Indicate any responsibility you have for money, (approximate sum involved) and for materials and equipment (approximate value, if possible). Also indicate the extent to which you are accountable for loss, damage, etc.

22. **Working Conditions**

(a) **Hours of Work:**

Weekdays: From: To:

Lunch Time: From: To:

Saturdays: From: To:

Please tick as appropriate

(b) Do you work on: (*Please see Note 5 of Guidelines*)

	Yes	No
Staggered hours?	<input type="checkbox"/>	<input type="checkbox"/>
Or Roster (Day)?	<input type="checkbox"/>	<input type="checkbox"/>
Or Roster (Day and Night)?	<input type="checkbox"/>	<input type="checkbox"/>
Or Shift?	<input type="checkbox"/>	<input type="checkbox"/>

If yes, please give details (e.g. Shift cycle, Rest period, etc.)

(c) Do you work on Sundays and Public Holidays? Yes No

If yes, please give frequency and duration.

(d) Do you work outside normal working hours? Yes No

If yes, please give details.

(e) Specify the training that you have received in the present grade (course seminars, on-the-job training, etc.)

25. Core Competencies required for the effective performance of your job.
(Please see Note 6 of Guidelines)

Please tick where applicable

- | | | | |
|-------------------------------|--------------------------|--|--------------------------|
| 1. Team work | <input type="checkbox"/> | 10. Focus on results | <input type="checkbox"/> |
| 2. Analytical Skills | <input type="checkbox"/> | 11. Leadership | <input type="checkbox"/> |
| 3. Attendance and Punctuality | <input type="checkbox"/> | 12. Planning | <input type="checkbox"/> |
| 4. Change Management | <input type="checkbox"/> | 13. Problem Solving Skills | <input type="checkbox"/> |
| 5. Coaching and Counselling | <input type="checkbox"/> | 14. Reliability | <input type="checkbox"/> |
| 6. Communication Skills | <input type="checkbox"/> | 15. Responsibility | <input type="checkbox"/> |
| 7. Customer Focus | <input type="checkbox"/> | 16. Strategic Thinking | <input type="checkbox"/> |
| 8. Decisiveness | <input type="checkbox"/> | 17. Technical Knowledge and Skills | <input type="checkbox"/> |
| 9. Ethical Conduct | <input type="checkbox"/> | 18. Others, if any <i>(Please specify)</i> | <input type="checkbox"/> |

26. Give any other relevant information which you think is necessary for a full understanding and a proper assessment of your job.

27. Jobholder's Signature: Date:

8. Immediate Supervisor

(i) Your comments on the job description.

(ii) Is Jobholder performing any duty in addition to his/her normal schedule of duties?

Name: Grade:

Signature: Date:

9. For Bureau's use only:

Name of Officer: Grade:

Signature: Date:

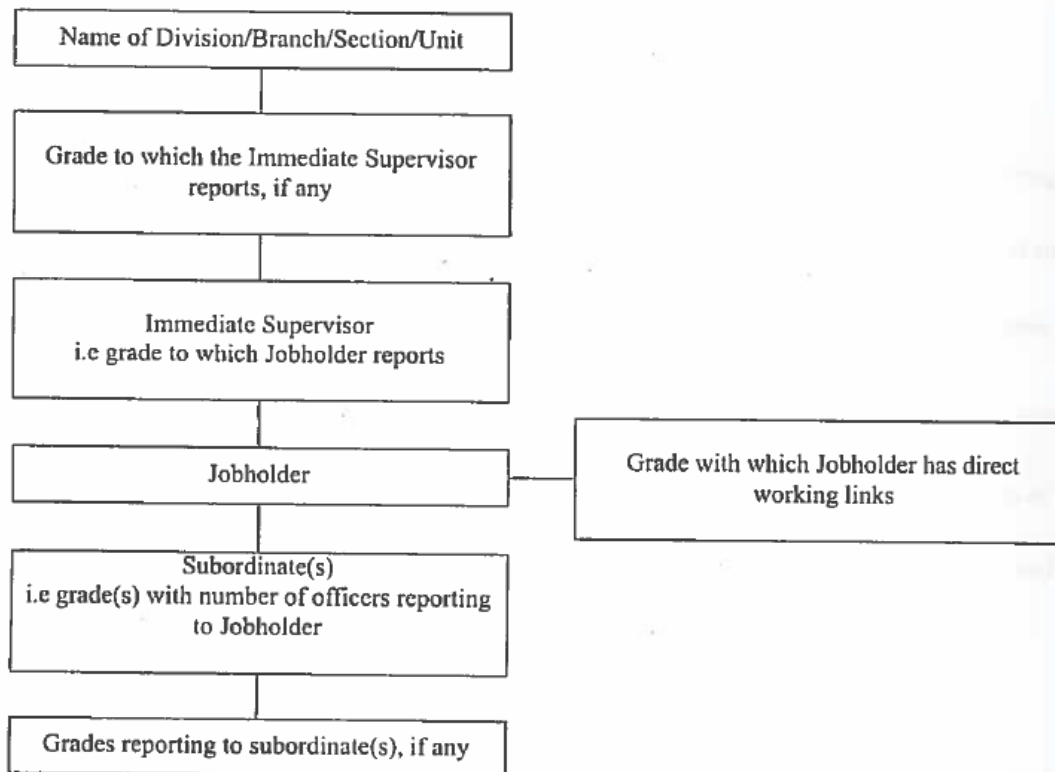
GUIDELINES FOR THE FILLING IN OF THE JOB DESCRIPTION QUESTIONNAIRE

Note 1:

Position in the Organisation

The organisation chart required at para.13 is not meant to be a complete one of your Ministry/ Department/ Organisation but it should include two grades, if any, immediately above and below your position and any other grade(s) with which your post has direct working links. (Indicate working links by dotted lines)

Eg.



Note 2:

Accountability

An accountability statement expresses what you (as Jobholder) are expected to achieve and will, therefore, be held responsible/accountable/answerable for.

For example:

- prepare plans which support the achievement of Performance Management Strategies of the Organisation and provide clear guidance on the actions to be taken by the various departments/ sections/units;
- post cash to ledgers in order to provide up-to-date and accurate financial information;
- test new system to ensure they meet agreed systems specifications.

Activities

Pick up the activities in order of importance and write a paragraph on each stating what is done, how it is done and why it is done. The paragraph may start with an underlined statement giving the substance of the activity to be described.

For example: Study Files in order to suggest alternative courses of action.

The statement may also be a separate short sentence giving the gist of the paragraph.

For example: Process applications for leave : receive on file applications for casual leave; check the entitlement of applicants before recommending approval to Head of Section.

When any of the questions "how", "why" or "what" is self-evident, there is no need to explain in details.

For example: How a Telephonist puts through a call?

When describing your activities, the undermentioned points should be covered:

- (a) If you have to submit any of the tasks you have described for approval, please say to whom.
- (b) Where you seek advice on your more difficult problems, please state source of such advice giving examples of such problems.
- (c) Instructions, written procedures, precedents or handbooks to which you refer for the performance of an activity should be mentioned.
- (d) If the job is of an advisory nature, basis for providing advice should be explained. Please give examples.
- (e) The level of people you deal with in performing an activity should be mentioned.
- (f) Those parts of your work for which you are responsible but which are carried out by subordinates should be indicated.
- (g) Where the activities of the job form part of a team work, mention may be made of your colleagues' activity, if need be, to help illustrate your role.
- (h) You may also highlight any special requirements which you think is necessary for the effective and efficient performance of your tasks.

4:

Supervision

Indicate nature of supervision given (i.e direct or indirect) and extent (constant, occasional, etc); and whether such supervision involves distribution of work, giving instructions, taking disciplinary action, pastoral care etc. Where you are responsible for checking work of others for quality or quantity, you should describe processes involved.

5:

Staggered Hours

Persons operating at staggered hours are those who work during normal working hours but who are called upon on a regular basis at irregular hours.

6:

Persons operating on a Roster basis are those who do not work on a 24 hour basis but are expected to work, not continuously but according to a plan showing turns of duty which include night duty or not.

(Day)

Workers operating on a Roster (Day) are those whose turn of duty either start at or after 4 a.m or goes up to 8 p.m.

Roster (Day and Night)

Workers operating on a Roster (Day and Night) are those whose turn of duty may either start before 4 a.m or extend beyond 8 p.m.

R

Relief Workers are those who normally work 40 hours weekly or an average of 40 hours weekly in a cycle and who are expected to work in relays on a 24 hour basis invariably including night duty and work on Sundays and Public Holidays.

6:

Competencies

Competencies are a common language used to describe how we need to accomplish our work in order to achieve business direction and meet the needs of our customers. They refer to skills, behaviours and knowledge which when consistently applied to work situations, lead to greater individual and organizational effectiveness. We should agree on the competencies required to be demonstrated for the effective performance.

General Note

Language

Language should be concise, precise and factual, conveying a clear picture of the activity performed, how it is performed and why it is performed. Do not use vague words such as "prepare", "handle", "assist", "look after" unless they describe the processes involved in the "preparation", "handling" etc.

Example: "Prepare Estimates" could mean any of the following: type estimates of costs; assemble cost figures; or estimate future costs on the basis of previous years' costs. "Sit on Board" can mean advising the Board on particular matters or interviewing and rating candidates as member of a Selection Board, among other meanings.

GLOSSARY OF TERMS USED IN JOB DESCRIPTIONS

EXERCISE - To exert power in a way as to bring about an effect; to carry out.

ADMINISTER - To manage or direct the application or execution of a law or administrative.

IMPLEMENT - To take and apply or put into practice; to accept, as a law.

ADVISE - To give advice to; to recommend a course of action (not to tell or inform).

ANALYZE - To study the factors of a situation or problem in order to determine the solution or outcome. To study various unrelated facts to arrive at a conclusion.

ANTICIPATE - To foresee events, trends, consequences or results.

APPRAISE - To evaluate as to quality, status, effectiveness.

APPROVE - To sanction officially, to accept as satisfactory; to authorize (thereby assuming responsibility for). Used only in the cases where individual has final authority.

ARRANGE - To place in proper order.

ASCERTAIN - To find out or learn for a certainty.

ASSEMBLE - To collect or gather together in a predetermined place to fit together the parts of.

AID - To lend aid; to help; to give support to.

ATTEMPT - To take to or upon oneself; to undertake.

AFFIRM - To confirm; to make certain of; to state confidently.

CONTRIBUTE - To be present for the purpose of making a contribution.

EXAMINATION - Final and official examination of accounts.

EMPOWER - To empower, to permit, to establish by authority.

ARRANGE - To arrange or prove so that the sum of one group is equal to the sum of another.

COMPUTE - To ascertain by computation.

COMPARE - To examine; to compare for verification.

DISSEMINATE - To disseminate; to distribute in accordance with a plan.

CONCURRENCE - To obtain the concurrence, dissent or agreement of others by signature.

COOPERATE - To work or act jointly with others.

COLLECT - To gather facts or data; to assemble; to accumulate.

COMPOSE - To collect into a volume; to compose out of materials or documents.

COMBINE - To combine into a single whole.

CONFERENCE - To seek the advice of another; to confer; to refer to.

CONTROL - To exercise directly guiding or restraining power over.

OPERATE - To act or operate jointly with others (to work).

COORDINATE - To bring into common action or condition.

CORRELATE - To establish a mutual or reciprocal relation.

DELEGATE - To entrust to the care or management of another.

DETERMINE - To fix conclusively or authoritatively; to decide; to make a decision.

DEVELOP - To evolve; to make apparent; bring to light; to make more available or usable.

DIRECT - To regulate the activities or course of; to govern or control; to give guidance to.

DISCUSS - To exchange views for the purpose of arriving at a conclusion.

DISSEMINATE - To spread information or ideas.

DRAFT - To write or compose papers or documents usually in rough, preliminary form prior to final form. Often for clearance, revision and approval by others.

EDIT - To revise and prepare as for publication.

EFFECTIVELY RECOMMENDS - Person recommending the action or procedure; subject only to the routine or administrative control of some other person.

ESTABLISH - To set up; to institute; to place on a firm basis.

EVALUATE - To appraise; to ascertain the value of.

EXAMINE - To investigate, to scrutinize; to subject to inquiry by inspection or test.

EXECUTE - To give effect; to follow through to the end; complete.

EXERCISE - To bring to bear or employ actively, as exercise authority or influence.

EXPEDITE - To hasten the movement or progress of; to remove obstacles; to accelerate.

FACILITATE - To make easy or less difficult.

FOLLOW UP - To check the progress of; to see if results are satisfactory.

FORMULATE - To put into a systemized statement; to develop or devise a plan, policy or procedure.

FURNISH - To provide, supply or give.

IMPLEMENT - To carry out, to perform acts essential to the execution of a plan or program, to give effect to.

INFORM - To instruct; to communicate knowledge of.

INITIATE - To originate; to begin; to introduce for the first time, as a plan, policy or procedure.

INSPECT - To examine carefully and critically.

INSTRUCT - To impart knowledge to; to supply direction to.

INSTRUCTIONS - To furnish with directions; to inform.

DEFINITE INSTRUCTIONS - Precise in detail; explicit; limited in determining the course, to follow.

GENERAL INSTRUCTIONS - Not precise, detailed or specific.

INTERPRET - To explain the meaning of; to translate; to elucidate.

INTERVIEW - To question in order to obtain facts or opinions.

exhaustive or concentrated; extreme; high degree.

LIST - To count and make a list of items.

INQUIRE - To inquire into systematically.

RESOLVE - To resolve formally.

MAINTAIN - To hold or keep in any condition; to keep up-to-date;

ASSUME - To assume something to assume a designated condition.

CONTROL - To control and direct; to guide; to administer.

ADVISE - To give notice to; to inform.

ACQUIRE - To gain possession of; to acquire.

WATCH - To perceive or notice; to watch.

PERFORM - To conduct or perform activity.

PARTICIPATE - To take part in.

COMPLETE - To carry on to a finish; to accomplish; to execute.

PROPOSE - To propose or project a method or a course of action.

PREPARE - To make ready for a particular purpose.

HANDLE - To subject to some special treatment; to handle in accordance with prescribed procedures.

OFFER - To offer for consideration or adoption.

FURNISH - To supply for use; to furnish; to take precautionary measures in view of a possible need.

BUY - To buy or procure.

ACCEPT - To take as something that is offered.

ADVISE - To advise a course of action.

RECOMMENDATIONS - Suggests courses of action or procedures to those who have the primary responsibility for adopting and carrying out the actions or procedures recommended, quotes what is recommended, the action or procedure is studied by the person making the recommendation, who then decides what course should be followed and initiates the resulting action or procedures.

REGISTER - To register; to make a record of.

PUBLISH - To permit the publication or dissemination of information at a specified date but not before.

CONTRIBUTE - To furnish; to contribute.

REPLACE - To take the place of.

ACHIEVE - That which must be accomplished.

PROVIDE - To furnish information or data.

ACCOUNTABILITY - Accountable for own decisions.

Full Responsibility - Individual has complete authority to take whatever action he deems advisable or necessary, subject to the general policies or general rules laid down by his immediate supervisor.

Partial Responsibility - Individual has the authority to take action he deems advisable or necessary, subject only to the general rules laid down by his immediate supervisor.

Delegated Responsibility - The individual is required to gain the approval of the supervisor before proceeding with the action which is necessary or advisable.

REVIEW - To go over or examine critically, usually with a view to approval or dissent; to analyze results for the purpose of giving an opinion.

REVISE - To make new, improved or up-to-date version of.

ROUTINE - Regular procedure, course, or normal course of business or official duties.

NON-ROUTINE - Irregular or infrequent situations that arise relating to business or official duties. Characteristics of higher level jobs.

SCAN - To examine point by point; to scrutinize.

SCHEDULE - To plan a time table; to set specific times for.

SCREEN - To examine closely, generally so as to separate one group or class from another.

SECURE - To get possession of; to obtain.

SEE - To make certain of; to learn through observation.

SELECT - Chosen from a number of others of similar kind.

SIGN - To affix a signature to.

STIMULATE - To excite, rouse or spur on.

STUDY - To consider attentively; to ponder or fix the mind closely upon a subject.

SUBMIT - To present for decision, information for judgement of others.

SUPERVISE - To oversee for directions, to inspect with authority; to guide and instruct with immediate responsibility for purpose of performance; to superintend; to lead.

(1) **Direct Supervision** - Involves guidance and direction over individuals who report to and are directly responsible to the supervisor. Includes supervision of work, training and personal functions.

(2) **Close Supervision** - Individual does not use own initiative; instructed by supervisor as to the solution and selection of the proper procedures to follow.

(3) **Limited Supervision** - Individual proceeds on his own initiative in compliance with policies, practices, and procedures prescribed by his immediate supervisor.

(4) **General Supervision** - Involves guidance and direction actually carried out by the immediate supervisor.

(5) **Supervision of Work** - Includes work distribution, scheduling, training, answering questions related to work, assisting in solving problems, etc. Does not include any personnel functions such as salaries, discipline, promotions, etc.

SURVEY - To determine the form, extent, or position of a situation, usually in connection with gathering of information.

TRAIN - To increase skill or knowledge or knowledge by capable instruction. Usually in relation to a predetermined standard.

TRAINING RESPONSIBILITY - Involves advice, information and guidance on specialized matters, involves no authority. Gives instructions in regard to procedures.

VERIFY - To prove to be true or accurate; to confirm or substantiate; to test or check the accuracy of.